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REPORT TO THE  
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STATE EMPLOYEE SALARY  
AND  
BENEFIT SURVEY  
1986

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**STATE EMPLOYEE SALARY  
AND  
BENEFIT SURVEY  
1986**

**By  
Department of Administration  
Personnel Division**

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# DEPARTMENT OF ADMINISTRATION

## DIRECTOR'S OFFICE



TED SCHWINDEN, GOVERNOR

MITCHELL BUILDING

# STATE OF MONTANA

(406) 444-2032

HELENA, MONTANA 59620

February, 1987

The Honorable Ted Schwinden  
Governor of Montana  
State Capitol  
Helena, Montana 59620

Dear Governor Schwinden:

Attached is the 1986 Montana Salary and Benefit Survey conducted by the State Personnel Division. This report was prepared in compliance with Title 2, Chapter 18, MCA, which requires that the Department of Administration continually maintain the state classification and pay plan. A critical element in the maintenance of the plan is to assure that state employees are appropriately compensated for their services. The report demonstrates that state employees are falling further behind the market in wages and benefits compared to neighboring states.

The attached report describes the methods used and the data obtained in the survey. The information included in this report was gathered and analyzed in order to help address a variety of issues regarding employee compensation and benefits in Montana state government.

I wish to express my thanks for the cooperation and assistance received from the many employers who provided the information that made this study possible. Participating employers will receive a copy of this report.

Sincerely,

A handwritten signature in cursive script that reads "Ellen Feaver".

Ellen Feaver  
Director  
Department of Administration

Attachment

EF/DF/pb/bmp



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## DEFINITIONS

The following definitions are provided to assist in the reading of this report:

**AVERAGE** - The average is the center point in a range of numbers. The average is found by totaling all numbers in the range and dividing by the number of responses received. The mean is the same as the average.

**CLASSIFIED PAY PLAN** - This pay plan or matrix covers the salary ranges of the majority of state government employees within the Executive Branch of state government. The Department of Administration oversees this pay plan.

**CLERICAL GROUP** - An occupational category used in the survey so comparisons could be made by grouping similar jobs performing clerical tasks.

**CRAFT GROUP** - An occupational category used in the survey so comparisons could be made by grouping similar jobs performing tasks related to craft occupations.

**FTE** - Full-time equivalent positions allocated to agencies by the Legislature.

**JOB CLASSES** - A breakdown in the occupational group which contains specific job titles so comparisons could be made to survey responses.

**JOB MATCH** - A specific job title in state government that was similar or matched to a job from a survey respondent.

**LABOR MARKET** - A geographic region where applicants are drawn for jobs within state government.

**MEAN** - See definition for average.

**MEDIAN** - The point in a range of numbers where half the numbers are above and half are below. The median is a more accurate reflection of the middle point instead of an average when extreme responses are given that distort the average.

**MIDPOINT** - The Midpoint is the center point used when only a high and low number response is given. The midpoint is found by adding the high and low response and dividing by two.

**MISCELLANEOUS GROUP** - An occupational category used in the survey to group jobs performing tasks that did not fall within the other four occupational groups.

**MONTANA EMPLOYERS** - A labor market of 215 Montana employers used as a comparison to state government salaries and benefits.

**NEIGHBORING STATES** - A labor market comprised of nine state governments in the Rocky Mountain area (Arizona, Colorado, Idaho, Nevada, New Mexico, North Dakota, South Dakota, Utah, and Wyoming) plus Minnesota used as a comparison to state government salaries and benefits.

**OCCUPATIONAL GROUP** - A general category of jobs grouped by similar skill levels to use for comparison in the survey. The five occupational groups are: Professional, Technical, Clerical, Crafts, and Miscellaneous.

**PROFESSIONAL GROUP** - An occupational category used in the survey so comparisons could be made by grouping jobs performing similar professional level tasks.

**STATE GOVERNMENT** - Refers to Montana state government.

**TECHNICAL GROUP** - An occupational category used in the survey to group jobs performing similar technical level tasks so comparisons could be made.

## SUMMARY OF RESULTS

The primary purpose of the State Salary survey is to measure the competitiveness of state government salaries and benefits with the labor markets most often used to recruit employees for state government.

The survey data is divided into the labor markets of Montana employers and neighboring states. Job classes were selected to represent cross sections of both occupational groups and grade levels in state government. In Montana, 581 employers were sampled. Nine neighboring states were sampled in the Rocky Mountain area, as well as Minnesota, which has a reputation for design and implementation of equal pay for comparable work system. A total of 187 job classes were selected for the survey. Eighty-two job classes were selected for the survey with Montana employers; 144 job classes were selected for the neighboring states survey, and 31 job classes were selected to be common to both labor markets.

Many jobs in state government could not be compared to Montana employers in the Professional and Technical Occupational Groups. More job matches were found with Montana employers in the Clerical, Crafts, and Miscellaneous Occupational Groups.

The survey data was condensed into the following areas for analysis:

- General Occupational Groups
- Occupational Groups summarized by job classes and job titles
- Occupational Groups compiled into grade levels
- Benefits provided by employers.

A technical appendix is provided which describes the methodology used in survey design and analysis. The appendix also contains a detailed comparison of salary results.

The following general conclusions can be drawn from the salary and benefit survey:

1. State government salaries continue to lag behind neighboring states. The gap has widened from approximately 8% to approximately 12% since the previous survey. State salaries compared to other Montana employers are still comparable overall.
2. State classified employee salaries at most grade levels are near or below average when compared to neighboring states.
3. Salaries paid by special pay matrices (retail clerks, blue collar crafts, teachers, and physicians) are near or below the average compared to other Montana employers and neighboring states.
4. Half of the employers surveyed anticipate salary increases for 1987. State government will not keep pace with those employers.
5. Most employers have a system for increasing salaries for more productive employees. Montana state government does not.
6. State government's monthly contribution to group insurance is comparable to other employers.
7. State government's retirement contribution is slightly below neighboring states, but is comparable to other Montana employers.
8. State government provides comparable leave time to neighboring states, but provides more leave time when compared with other Montana employers.

SALARY SURVEY RESULTS  
OVERALL RESULTS

The survey was conducted during August of 1986. Those employers responding, both in-state and out-of-state, employ a total of 223,323 employees. The survey produced 3,103 job matches to jobs in state government. The job matches represent the salaries of 44,085 job incumbents.

Montana employers had matches on 75 job classes which matched a total of 2,094 times. The Montana employer matches involved 12,360 employees. Neighboring states had 134 job classes that matched 1,009 times. The out-of-state matches involved 31,725 employees. The responses show that many state jobs could not be compared to Montana employers in the professional and technical areas. More job matches were found in the clerical, crafts, and miscellaneous groups.

State government salaries continue to rank behind its neighboring states. The difference has increased significantly from the 1984 survey. The State remains comparable with other Montana employers as shown in Table 2.

The 1982 and 1984 surveys showed State salaries were behind neighboring states by 7.8% and 7.9% respectfully. In 1986, the difference slipped to approximately 12%. The State's lack of competitive salary increases is apparent in the overall results.

Tables 12 and 13 in the Appendix provide a detailed comparison between state government salaries, other Montana employees and neighboring states by job class and occupational group. Tables 14 and 17 in the Appendix show the number of job matches received by occupational group and pay grade.

TABLE 1  
OVERALL SALARY SURVEY RESULTS  
PERCENT STATE GOVERNMENT  
IS ABOVE (BELOW) AVERAGE

<u>Employer</u>	<u>Salary</u>	<u>Percent</u>
<u>Sample</u>		<u>Difference</u>
Neighboring States	Minimum	( 4.9)
	Maximum	(15.6)
	Avg. or Midpoint	(11.8)
	Total Com- pensation	(12.2)
Montana Employers	Minimum	( 0.4)
	Maximum	( 2.1)
	Avg. or Midpoint	( 0.1)
	Total Com- pensation	( 0.6)

A trend is recurring with state salaries, as was evidenced in 1980. The 1980 survey showed that state salaries and benefits were significantly behind the market in neighboring states and near or below the market compared with Montana employers. The 1982 and 1984 surveys showed that the gap narrowed when State employees received approximately 11% in pay increases during the 1981-83 biennium. This increase was the largest since the inception of the statewide pay matrix. Since that time, salary increases have been significantly less.

Salary increases since fiscal year 1977 have included a fixed dollar amount plus a percentage increase. Continued fixed dollar increases cause the pay matrix to become compressed. Less differential now exists between the grade levels.

This practice has caused state government to fall further behind the market, particularly in the professional occupations.

Table 2 provides a comparison between the 1986 survey and surveys conducted in the previous three bienniums.

TABLE 2  
COMPARISON TO PREVIOUS SURVEYS  
OVERALL SALARY SURVEY RESULTS\*

Employer Sample	Salary	Percent State is Above (Below) Survey			
		1986	1984	1982	1980
Neighboring States	Minimum	( 4.9)	( 5.4)	( 4.8)	( 7.3)
	Maximum	(15.6)	(10.1)	(11.3)	( 9.0)
	Average/Midpoint	(11.8)	( 7.9)	( 7.8)	(10.8)
	TOTAL COMPENSATION	(12.2)	( 5.6)	( 7.0)	(11.5)
Montana Employers	Minimum	( 0.4)	( 1.6)	7.0	( 0.9)
	Maximum	( 2.1)	0.3	7.7	( 2.2)
	Average/Midpoint	( 0.2)	( 1.0)	5.0	( 0.8)
	TOTAL COMPENSATION	( 0.6)	1.6	9.7	( 0.7)

\* Sample size has changed somewhat over the years, but the numbers still adequately reflect the trend in salary data.

#### GRADE LEVEL COMPARISONS

The State's average classified grade level is 11. The average grade of classes surveyed within Montana employers is 13, while the average grade in neighboring states is 16. It is important to note this, as it partially explains why the overall results of the survey of neighboring states differs from the overall results of the survey of Montana employers.

Graph 1 illustrates the State's salary competitiveness within the classified grade levels only. The exact percentage differences are shown on Table 3 for neighboring states and Table 4 for Montana employers. It appears that the State is paying below average in nearly all categories in the classified grade levels. The peak of this below-average trend is at grade 14, where state salaries average 15.9% below neighboring states.

The job classes surveyed were compiled into grade levels. Some of the grade levels did not contain sufficient job classes to adequately represent a specific pay grade. Those pay grades are noted with an asterisk in Tables 3 and 4. The

corresponding grades are not shown on Graph 1.

The Physicians' Pay Plan is represented by grade 32. These state salaries are above average at the hire rate, but near or below average thereafter, compared to neighboring states.

Pay for liquor store clerks, represented by grade 44, is about average at the hire rate, but is significantly above average thereafter, compared to neighboring states.

Crafts (grades 55 through 62), with the exception of grade 62 (plumbers), are generally paid by the State at salaries that are near averages, compared to other Montana employers.

State salaries at grade 62 are noticeably below market. With crafts occupations, it is important to note that average salary comparisons are much more reliable than minimum or maximum salary comparisons, simply because most employers provide a single pay rate rather than a range of rates to crafts employees.

The State's institutional teachers (grade 71) are paid significantly less than their counterparts in Montana school districts at all stages of employment.

TABLE 3  
NEIGHBORING STATES BY GRADE LEVEL  
PERCENT STATE IS ABOVE (BELOW) AVERAGE

<u>Grade</u>	<u>Minimum Salaries</u>	<u>Maximum Salaries</u>	<u>Average or Midpoint</u>	<u>Total Compensation</u>
5*	5.4	(13.7)	5.7	4.9
6	( 0.4)	(19.2)	( 8.1)	( 8.5)
7	0.5	( 5.1)	( 4.6)	( 5.5)
8	(12.7)	(13.9)	( 9.4)	( 9.5)
9	( 4.3)	( 9.1)	( 7.4)	( 7.8)
10	( 0.6)	(10.3)	( 6.1)	( 6.8)
11	( 7.3)	(16.5)	(10.6)	(11.0)
12	( 6.4)	(17.3)	( 9.7)	(10.3)
13	( 3.9)	(16.1)	(11.4)	(11.9)
14	(12.0)	(16.7)	(15.9)	(16.1)
15	( 8.3)	(18.1)	(14.9)	(15.4)
16	0.4	(18.6)	(12.6)	(13.1)
17	( 1.8)	(16.2)	(14.5)	(14.9)
18	0.7	(13.3)	( 9.7)	(10.1)
19	1.6	(11.2)	(10.0)	(10.2)
20	2.2	(13.6)	( 8.9)	( 9.4)
21	( 8.2)	( 9.7)	( 7.1)	( 7.5)
22	7.0	(13.0)	(10.6)	(11.7)
32	24.1	( 2.5)	( 2.4)	( 3.1)
44*	(1.8)	17.3	8.8	6.3

TABLE 4  
MONTANA EMPLOYERS BY GRADE LEVEL  
PERCENT STATE IS ABOVE (BELOW) AVERAGE

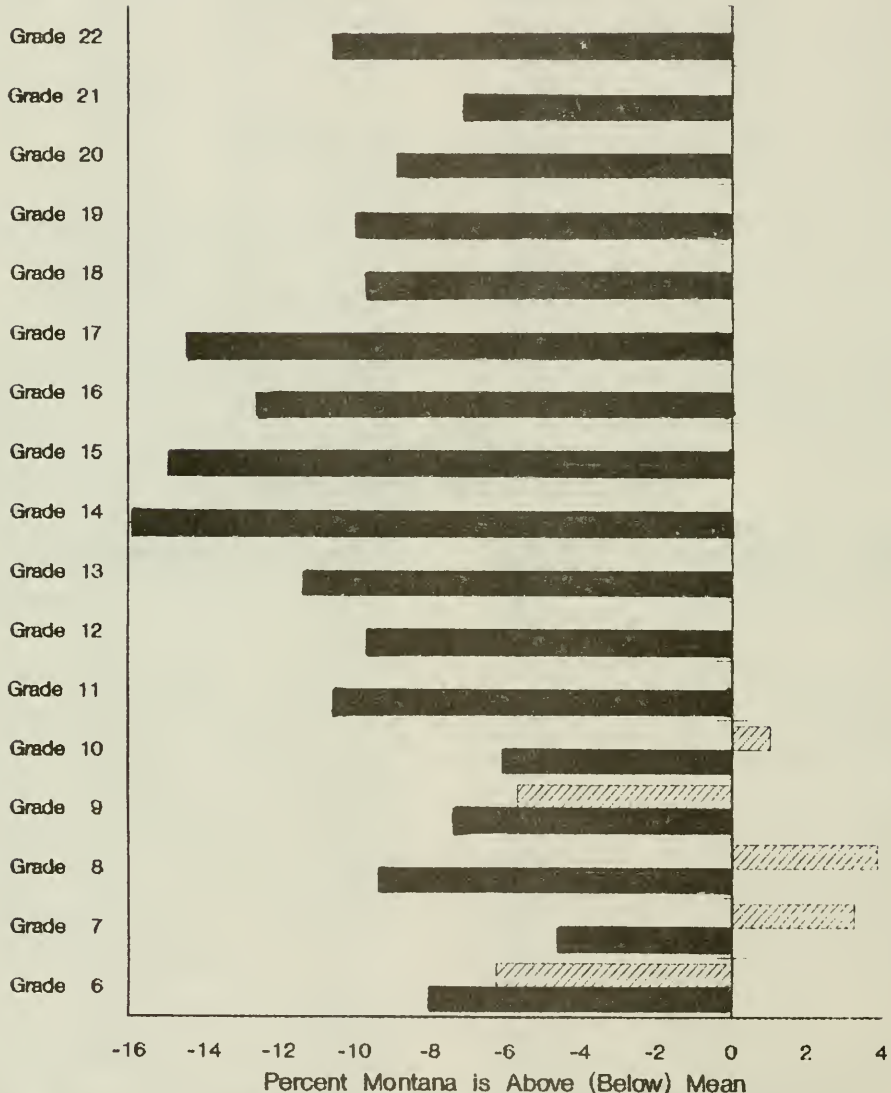
<u>Grade</u>	<u>Minimum Salaries</u>	<u>Maximum Salaries</u>	<u>Average or Midpoint</u>	<u>Total Compensation</u>
4	( 7.5)	(16.0)	(10.6)	( 8.5)
5	5.5	21.3	4.8	5.3
6	( 6.2)	3.5	( 6.3)	( 4.6)
7	( 0.9)	13.6	3.2	4.8
8	3.9	(31.0)	3.8	4.1
9	( 4.3)	( 4.3)	( 5.7)	( 5.2)
10	( 0.1)	4.3	0.9	2.3
11*	4.1	10.9	6.4	6.8
12*	( 4.7)	( 1.2)	( 2.6)	( 2.1)
13*	4.3	6.9	4.7	5.9
14*	( 7.0)	1.2	( 2.9)	( 2.2)
15*	0.1	6.3	5.2	5.5
16*	3.6	5.3	0.2	0.7
17*	( 2.0)	( 1.8)	( 1.2)	0.1
55	1.3	0.1	1.3	0.2
57	( 8.1)	1.3	( 1.9)	( 3.7)
59	4.1	( 0.2)	0.1	( 1.2)
60	2.3	( 0.2)	( 0.6)	( 0.4)
61	7.5	( 1.3)	0.5	0.9
62	(12.7)	(22.8)	(19.9)	(19.7)
71	(14.7)	(26.7)	(23.3)	(22.8)

\*Job matches received do not adequately represent the grade level as a whole and should not be used to make decisions affecting the bulk of all positions and classes within the grade. Individual job matches received are shown in Tables 14 and 15 in the Appendix.



# CLASSIFIED GRADE LEVELS ONLY \* AVERAGE OR MIDPOINT SALARIES

Grade



\* Data not containing sufficient representation is not shown on graph.

## OCCUPATIONAL GROUP COMPARISONS

Table 5 and Graph 2 show the competitiveness of state average or midpoint salaries by general occupational group. The Professional and Technical Occupations show that state salaries are significantly below the average with neighboring states. The state pays significantly more than neighboring states in the Miscellaneous Group. State salaries are near average with the Montana employers in all the Occupational Groups.

Table 5 shows differences in salary comparison between neighboring states and Montana employers. Discrepancies exist in all groups except Clerical and Crafts. Part of the difference can be attributed to the number of job matches received. The neighboring states survey had over four times as many job classes surveyed in the Professional category and nearly three times as many job classes surveyed in the Technical group. The Montana employer survey had nearly three times as many job classes surveyed in the Miscellaneous group and over four times as many Clerical job classes surveyed.

Tables 12 and 13 in the Appendix provide a detailed comparison between State Salaries, Montana employers, and neighboring states by job class and occupational groups.

### PROFESSIONAL OCCUPATIONS

Table 6 and Graph 3 illustrate the comparison of State salaries by Professional Occupational Group. The average salary for the Professional Occupational Group is 12.7% less than neighboring states. State salaries are 11.1% to 30.2% below the average for 14 of the 23 individual Professional Groups, compared to neighboring states. State salaries for the nine remaining Professional Groups

TABLE 5  
COMPETITIVENESS OF STATE  
AVERAGE OR MIDPOINT  
SALARIES BY GENERAL  
OCCUPATIONAL GROUP

General Occupational Group*	Employer Sample	Percent State Is
		Above (Below) Survey (12.9)
Professional	Neighboring States	
	Montana	( 1.3)
Technical	Neighboring States	( 9.3)
	Montana	1.4
Clerical	Neighboring States	( 1.3)
	Montana	( 1.3)
Crafts	Neighboring States	( 2.1)
	Montana	0.8
Miscellaneous	Neighboring States	11.2
	Montana	1.8

\* Job titles indicated in occupational groups are shown on Tables 12 and 13.

are also below the market of neighboring states, but by less (0.8% to 5.3%). Groups where state salaries are within 6% of average survey salaries of neighboring states include Top Officials; Forestry and Agriculture Sciences; Medicine; Veterinary Medicine; Nursing; Other Health Professionals; Library and Archival Sciences; Art, Photography, Journalism, and Radio/TV; and Protective Services.

# COMPETITIVENESS OF MONTANA AVERAGE SALARIES By General Occupational Group

General Occupational Group

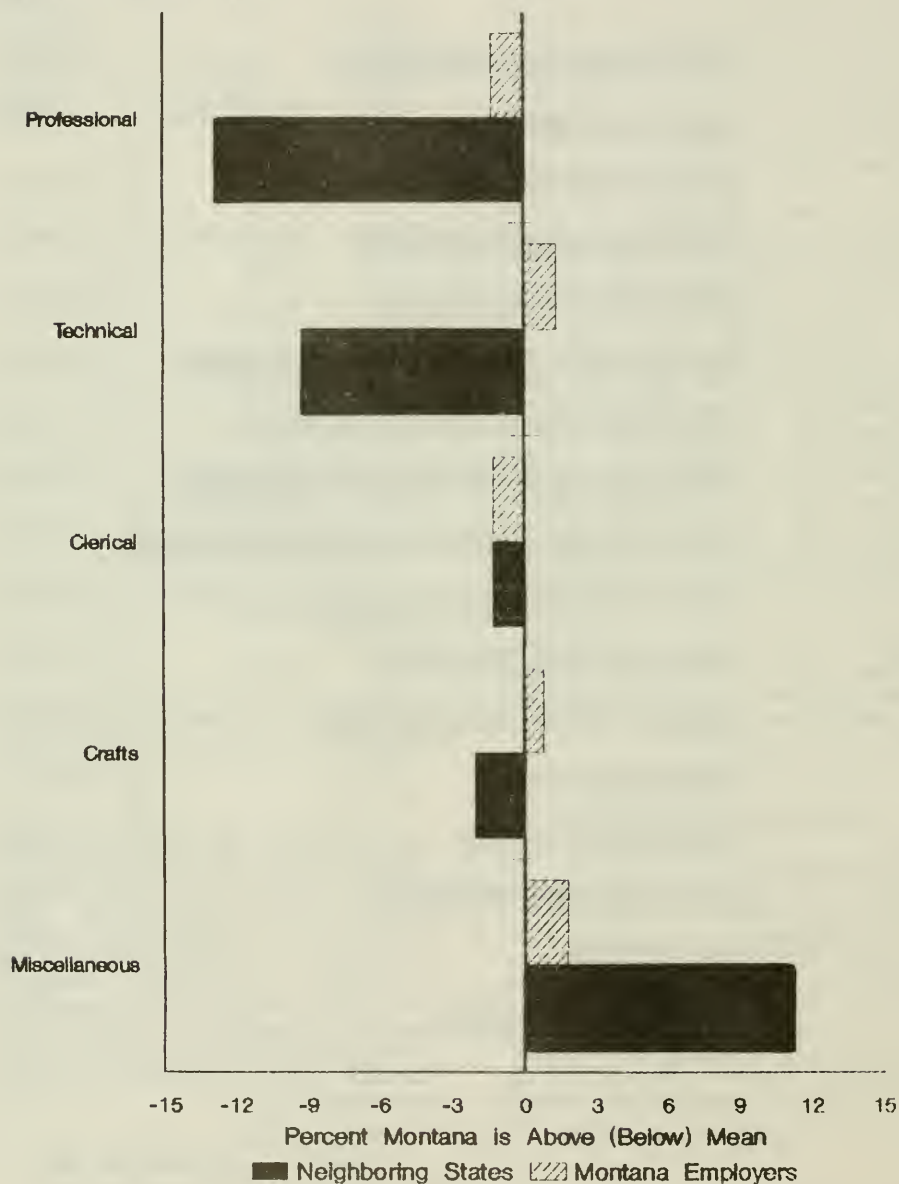




TABLE 6  
PROFESSIONAL GROUPS  
PERCENT STATE IS  
ABOVE (BELOW) AVERAGE

Occupation- al Group**	Neighbor- ing States	Montana Employers
Top Officials	( 5.0)	*
Engineering & Architecture	(23.9)	( 4.8)
Computer Science	(18.3)	( 6.7)
Forestry & Agri- culture Sci.	( 2.7)	*
Biological Sciences	(11.9)	*
Other Physical & Life Sci.	(16.9)	*
Behavioral Sciences	(13.4)	*
Medicine	( 2.4)	*
Dentistry	(24.0)	*
Veterinary Med.	( 4.7)	*
Pharmacy	(30.2)	*
Nursing	( 4.2)	19.7
Other Health Professionals	( 4.3)	9.2
Education	(14.5)	(23.3)
Library & Archi- val Sciences	( 4.2)	0.7
Law	(24.5)	*
Art/Photography/ Journalism & Radio/TV	( 0.8)	*
Accounting	(11.1)	( 2.1)
General Business & Economics	(18.1)	(16.0)
Hospital Admin- istration	(13.5)	*
Protective Serv.	( 5.4)	*
Planning	(14.3)	(11.9)
Aviation	(19.9)	*
TOTAL	(12.7)	( 2.2)

\*No data available.

\*\*Job titles included in Occupational Groups are shown on Tables 12 and 13.

Large discrepancies are shown between the two surveys in the Engineering & Architecture, and the Planning Occupations. The results for neighboring states should be emphasized more than the results with Montana employers. More job classes were surveyed out-of-state, which represented more employers. Data from Montana employers should be emphasized more in the Nursing and Accounting Groups because more job matches were received from Montana employers.

Prior state salary surveys have indicated that in professional occupations, state salaries have remained marginally competitive over the past few years. This survey shows that the gap has widened. The State cannot afford to become less competitive in obtaining and keeping qualified employees.

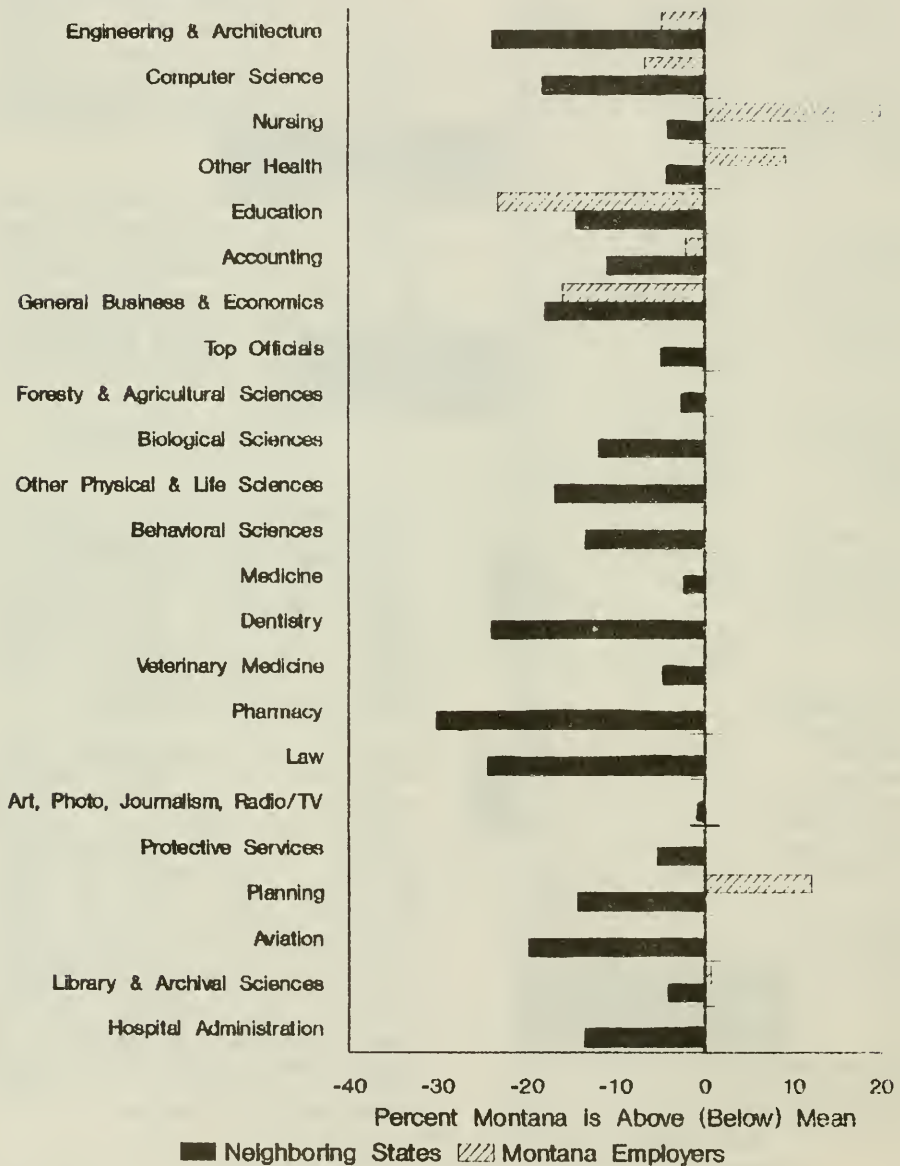
#### TECHNICAL OCCUPATIONS

Salary comparisons for the Technical Occupational Groups are shown on Table 7 and Graph 4. The majority of salaries are significantly below the average compared to neighboring states. Only three groups (Computer Science, Other Physical & Life Sciences, Library & Archival Sciences) were near the average.

More variation occurred in salary comparisons with other Montana employers. One-half of the group was significantly below the average, while the other half was significantly above. Consequently, the total reflected state salaries as being near the average. A larger sample size with the neighboring states was found in the Engineering & Architecture and General Business groups. The results for neighboring states in these groups should be emphasized. A larger sample size with Montana employers was found in the Computer Science and Health groups.

# PROFESSIONAL GROUPS AVERAGE OR MIDPOINT SALARIES

Occupational Group



Graph 3

TABLE 7  
TECHNICAL GROUPS  
PERCENT THE STATE IS  
ABOVE (BELOW) AVERAGE

<u>Occupation- al Group**</u>	<u>Neighbor- ing States</u>	<u>Montana Employers</u>
Electronics	(26.6)	*
Eng. & Arch.	( 9.4)	(11.6)
Computer Sci.	( 2.5)	8.9
Forestry & Agric. Sci.	(10.1)	*
Other Physical & Life Sci.	3.1	*
Behavioral Sci.	( 8.3)	*
Health	( 9.9)	18.6
Education	*	25.3
Library & Arch- ival Sci.	0.1	30.6
Art/Photo./Journ. & Radio/TV	(17.9)	*
Accounting	*	( 5.8)
Gen. Business	(10.0)	(10.1)
Protective Serv.	(17.4)	(10.5)
TOTAL	( 9.3)	( 1.4)

\*No data available.

\*\*Job titles included in Occupational Groups are shown in Tables 12 and 13.

#### CLERICAL OCCUPATIONS

Table 8 and Graph 5 compare state salaries with those found in the survey. A significantly larger sample of job classes and employers was found with Montana employers. The results show that state salaries in this group are comparable with other Montana employers. The state, however, is noticeably behind in the Computer Science and Shipping and Receiving Groups.

#### CRAFT OCCUPATIONS

Table 9 and Graph 5 show State Craft salaries compared to those of the survey. Overall, state salaries paid to the craft groups are near average.

One difference is with Plumbers included in the Structural Group. In this case, State salaries are significantly below average compared to Montana employers (shown in Table 12 in Appendix). However, the State normally offers its Plumbers year-round employment and the addition of state benefits reduces the entire average salary differential.

#### MISCELLANEOUS OCCUPATIONS

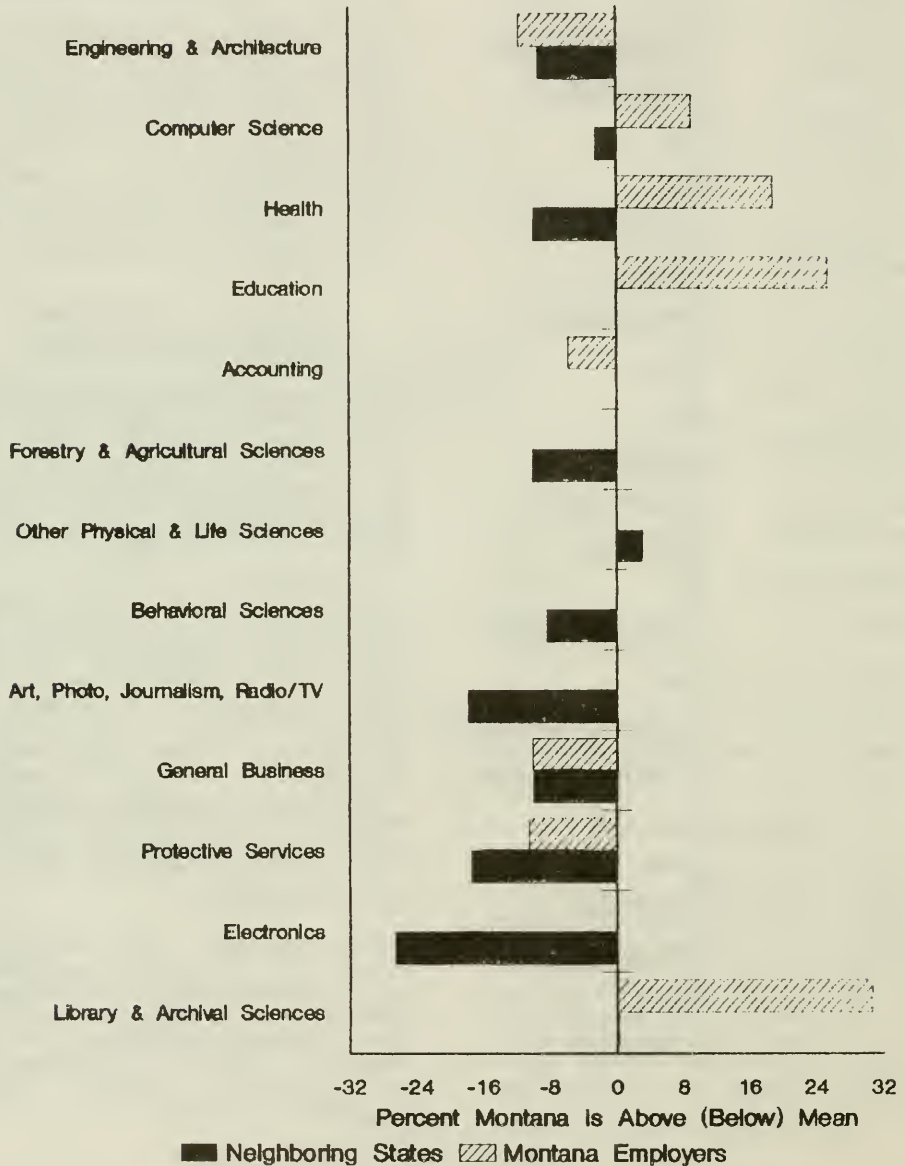
On Table 10 and Graph 5, the competitiveness of State salaries for the Miscellaneous Occupational Groups is illustrated. With the exception of the Unskilled/Semi-skilled Group, State salaries are near or above average compared to Montana employers.

The Unskilled/Semi-skilled Group consists of three classified job classes and one class paid under the special Blue Collar Plan. The results obtained for these two subgroups differ considerably. Specifically, the Blue Collar Laborer is being paid in line with market averages with Montana employers, while the others are paid significantly below average. This indicates a need to further coordinate the two different pay plans.

Comparisons made with neighboring states show that state government salaries are above the average. However, the sample size received from neighboring states was small. Therefore, the results received do not adequately represent those occupational groups.

# **TECHNICAL GROUPS AVERAGE OR MIDPOINT SALARIES**

Occupational Group



# CLERICAL, CRAFTS & MISCELLANEOUS GROUPS AVERAGE OR MIDPOINT SALARIES

Occupational Group

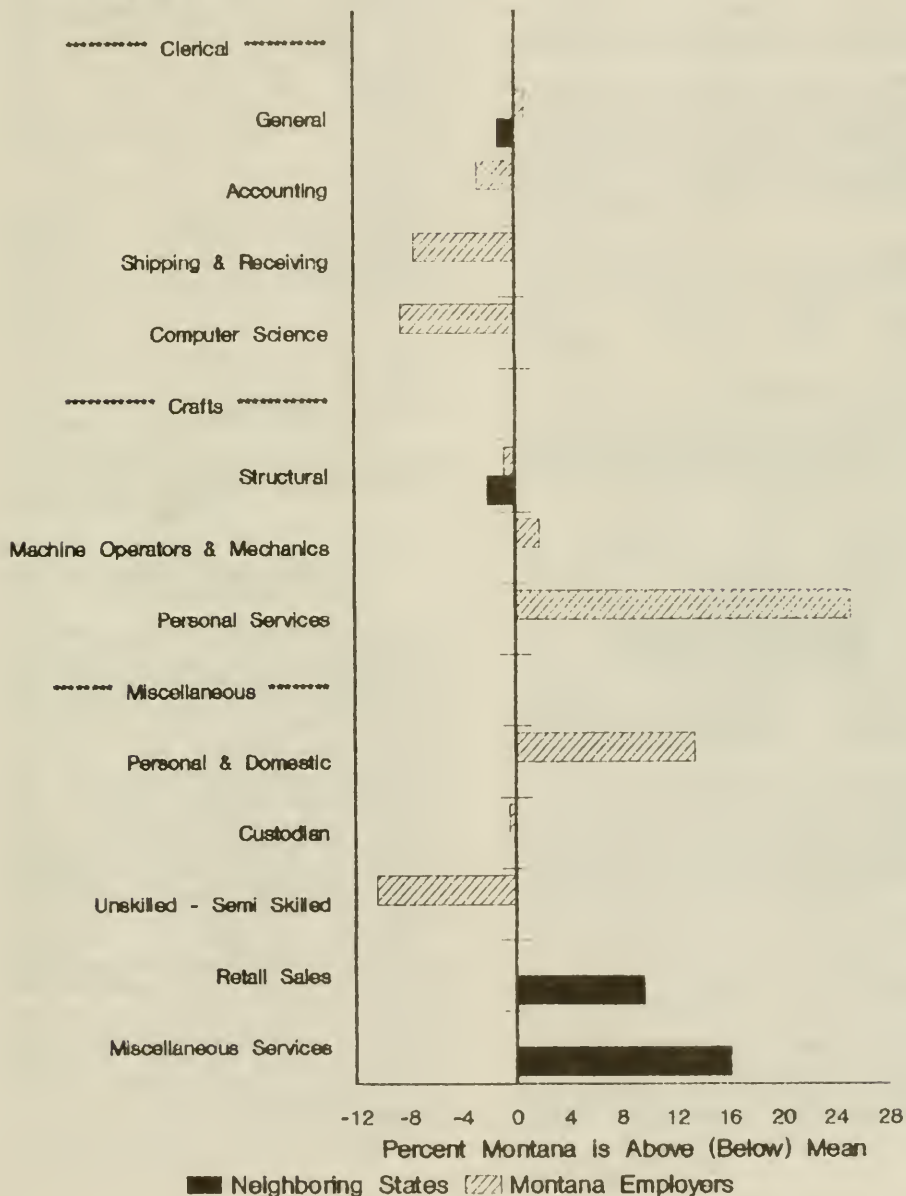


TABLE 8  
CLERICAL GROUPS  
PERCENT THE STATE IS  
ABOVE (BELOW) AVERAGE

<u>Occupation- al Group**</u>	<u>Neighbor- ing States</u>	<u>Montana Employers</u>
General	( 1.3)	0.7
Accounting	*	( 2.8)
Shipping & Receiving	*	( 7.5)
Computer Science	*	( 8.5)
TOTAL	( 1.3)	( 1.3)

\* No data available.

\*\*Job titles included in Occupational Groups are shown on Tables 12 and 13.

TABLE 9  
CRAFTS  
PERCENT THE STATE IS  
ABOVE (BELOW) AVERAGE

<u>Occupation- al Group**</u>	<u>Neighbor- ing States</u>	<u>Montana Employers</u>
Structural	( 2.1)	( 0.7)
Machine Operators & Mechanics	*	1.8
Personal Services	*	25.1
TOTAL	( 2.1)	0.8

\*No data available.

\*\*Job titles included in Occupational Groups are shown in Tables 12 and 13.

TABLE 10  
MISCELLANEOUS GROUPS  
PERCENT THE STATE IS  
ABOVE (BELOW) AVERAGE

<u>Occupation- al Groups**</u>	<u>Neighbor- ing States</u>	<u>Montana Employers</u>
Retail Sales	9.6	*
Personal & Domestic	*	13.4
Custodians	*	( 0.5)
Miscellaneous	16.1	*
Unskilled/Semi- Skilled	*	(10.4)
TOTAL	11.2	1.8

\*No data available.

\*\*Job titles included in Occupational Groups are shown in Tables 12 and 13.

#### GENERAL BENEFIT RESULTS

The General benefit data is presented in outline form and in the same order as presented by the questionnaire. Two hundred and fifteen Montana employers responded to this portion of the survey, whereas 212 employers responded to the salary portion. All 10 neighboring states responded. This outline includes the number of the question, the questions and summary of responses -- A. Out-of-state; B. In-state; C. Montana State Government.

Responses to some questions have been presented in two ways (Questions 15, 16, 17, and 20). A mean, or average, as well as a median, is shown. The median is used to show a better reflection of a middle point than the average represents.



General Benefit questions:

1. When do you expect to grant your next general increase to your employees?

A. Out-of-state -- 7 of 10 states answered the question. Four states are expecting a general pay increase during July, 1987, while two states expect an increase during January and March, 1987.

B. In-state -- 139 of 215 employers answered the questions. Many dates were reported, with the most common being July, 1987 (49 responses); and January, 1987 (24 responses).

C. The State of Montana is not anticipating a general pay increase for the biennium.

2. This general pay increase will average what percent?

A. Out-of-state -- Two states responded with an average increase expected of 2.2%.

B. In-state -- 121 of 215 employers answered the question. The average expected increase reported is 1.9%.

C. The State of Montana does not anticipate a pay increase.

3. In addition to general increases, do you also grant other automatic pay increases based directly upon percent changes in cost of living or consumer prices? If so, please explain your formula.

A. Out-of-state -- Eight states responded. All said no.

B. In-state -- 201 of 215 employers answered the question. 177 said no to having automatic COLA pay increases.

A variety of responses were received showing formulas used for providing COLA. Some use the Consumer Price Index or a percentage, while others use the rate of inflation.

C. The state of Montana does not grant COLA pay increases.

4. Exclusive of general and cost of living type pay increases, do your employees receive additional pay increases based on their length of service with the organization?

A. Out-of-state -- All 10 states answered the question. 6 said yes, and 4 said no to having longevity type pay increases.

B. In-state -- 207 of 215 employers answered the question. 132 said no, and 75 said yes to having longevity pay increases.

C. The State of Montana grants pay increases for longevity through its steps and through a 1% adjustment for each five-year service increment. However, no step increases were granted in Fiscal Year 1986, except for the six-month probationary increase, and none are expected for Fiscal Years 1988 and 1989.

5. If your answer to question 4 is yes, please explain your system by giving an illustration as to what percent increase is granted to reward an employee for a specific number of years service.

A. Out-of-state -- five of the six states providing longevity raises responded. The average increment is 0.9%. Two states provide longevity raises for five years of service; another provides the raise for eight years. One state pays \$30 a month for each five years of continuous service.

B. In-state -- The different types of longevity pay increases vary widely. However, 39 out of 75 employers providing longevity increases revealed the dollar amount or percentage of such increases based on a specific time of service. From these results an average of 2.5% for each year of service was calculated. The range of these estimated yearly longevity adjustments was from .01% to 10%.

C. The State of Montana has two systems for rewarding longevity with pay. Under the first system, an employee receives an approximate 8% pay increase after the first six months of service, and 2% for each of 12 years of service thereafter. Under the second system, an employee receives about 1% for each five-year service increment. However, steps (2%) were frozen in Fiscal Year 1986, except for the six-month probationary increase, and none are expected to be granted for Fiscal Years 1988 and 1989.

6. Are your most productive employees given pay increases exceeding those given to average or less than average producing employees?

A. Out-of-state -- All 10 states answered the question. 5 said yes, and 5 said no to having merit pay increases.

B. In-state -- 208 out of 215 employers answered the question. 118 said yes and 90 said no.

C. The State of Montana does not grant merit pay increases.

7. If your answer to Question 6 is yes, are your merit pay increases paid as an increase to an employee's base rate, or as a lump-sum bonus?

A. Out-of-state -- All five states providing merit increases answered the question. Three states provide base rate increases, one state provides lump-sum increases, while one state provides both types of merit increases.

B. In-state -- 121 employers answered the question. Ninety-two employers provide base rate increases, 6 employers provide lump-sum increases, 17 provide both types of merit increases, and 6 utilize some other method.

C. A State of Montana merit pay system has not been implemented.

8. If your answer to Question 6 is yes, what tools do you use to distinguish among employee performance levels for pay purposes? (i.e., management-by-objectives, results-oriented performance appraisals, attitude-type performance appraisals, forced employee ranking systems and/or supervisor discretion.)

A. Out-of-state -- 4 out of the 5 states providing merit type pay increases answered the question. One state uses MBO type appraisals. Two of the states use results-oriented appraisals. The remaining states used a combination of the tools.

B. In-state -- All of the 118 employers providing merit type pay increases answered the



question. Two of the employers use MBO type appraisals. Thirty-seven of the employers use results-oriented appraisals. Twenty-three employers use supervisor discretion to distinguish among employee performance levels for pay purposes. Fifty-eight of the employers utilize a combination of the tools.

C. The State of Montana does not grant merit pay increases. However, the State does use a results-oriented performance appraisal that is individually patterned to monitor performance of pre-determined goals and objectives.

9. If your answer to Question 6 is yes, does your merit pay system increase or decrease employee satisfaction and increase or decrease productivity in your organization?

A. Out-of-state -- All of the states providing merit type pay increases answered the question. Three states said that the merit pay system results in increased employee satisfaction, and 4 states said employee productivity increased.

B. In-state -- 105 of the 118 employers providing merit pay increases answered the question. 102 employers providing merit type pay increases indicated that their system increases productivity. One felt that their system decreases productivity; while the other employer could not provide an answer either way.

C. The State of Montana does not have a merit pay system.

10. Can your employees get cash awards for making suggestions to improve or streamline operations?

A. Out-of-state - All 10 states answered the question. Five

said yes, and 5 said no to providing cash awards for worthy employee suggestions.

B. In-state -- 204 employers answered the question. 35 said yes, and 169 said no to providing cash awards for worthy suggestions.

C. The State of Montana has had a suggestion system since April, 1982.

11. Please explain any other system, other than promotion, by which your employees can increase their salaries.

A. Out-of-state -- Two states responded. One stated pay could be increased through additional duties and reclassifications. The other stated through incentive awards.

B. In-state -- 71 employers responded. Three employers provided bonuses; 8 provided sale commissions; 3 mentioned assuming additional duties; 2 provided additional pay for a shift differential. Other responses included increased pay for additional academic preparation, professional registration or transfer to higher job category.

C. The State of Montana does not have any other major system for increasing salaries.

12. What other things do you do to increase employee productivity?

A. Out-of-state -- Three states responded. Two states provided formal training or some tuition reimbursement. One state utilized incentive awards.

B. In-state -- 129 responded. 45 employers provided formal training or seminars and some tuition reimbursement to enhance productivity; ten employers specified MBO approaches; 16 employers mentioned

staff meetings for better communication, performance evaluations, incentive awards, or employee of the month awards. The remaining 60 employers utilized a variety of methods, including profit sharing and pension plans, management emphasis on employee relations, merit bonuses, praise, newsletter, teamwork development, social activities, employee recognition, improved working conditions, or quality circles.

C. To improve productivity, the State of Montana provides some formal training and tuition reimbursement, flex time, and results-oriented performance appraisals. Individual agencies may do some other things to improve productivity. Some agencies provide service pins.

13. How many total days paid leave do your employees receive on the average per calendar year? (Include paid holidays, vacation leave, sick leave, military leave, and educational leave.)

A. Out-of-state -- All ten states answered the question. The average leave usage reported is 37.8 days annually. Number of days ranged from 30 to 51.

B. In-state -- 206 of 215 employers answered the question. The average leave usage reported is 25.2 days annually. Responses of no paid leave are included in the average. Days ranged from 0 to 53.

C. The State of Montana's estimated average leave usage is 38.5 days annually.

14. Are your employees covered by Social Security?

A. Out-of-state -- All 10 states answered the question. Only two of these said no to being in the Social Security program.

B. In-state -- 210 employers answered the question. All said yes to being in the Social Security program.

C. The State of Montana is in the Social Security program.

15. Excluding contributions to Social Security, what average percent of an employee's salary does your organization contribute toward retirement and/or profit-sharing?

A. Out-of-state -- All 10 states answered the question. The average retirement contribution reported is 8.9%. The responses ranged from 5% to 17%, with 8.2% being the median.

B. In-state -- 178 of 215 employers answered the question. The average retirement and profit-sharing contribution reported is 5.7%. Responses of no contribution are included in the average. Responses ranged from zero to 20%, with the median being 6.4%.

C. The State of Montana's retirement contribution is presently 6.4%.

16. What average monthly dollar amount does your organization contribute toward group insurance premiums for each employee? (Include payments on health, life, dental, vision, and disability insurance plans for the employee and his dependents.)

A. Out-of-state -- All 10 states answered the question. The average

insurance contribution reported is \$120 per month. Responses ranged from \$59 to \$190, with \$114 being the median.

B. In-state -- 198 of 215 employers answered the question. The average insurance contribution is \$110 per month. Responses of no contribution are included in the average. Responses ranged from zero to \$270, with \$99 being the median.

C. The State of Montana's insurance contribution is \$115 per month.

17. What percent of all your employees, including administrative, are formally organized for bargaining purposes?

A. Out-of-state -- All 10 states answered the question. The average percent of bargaining organization is 13.9%. One state is 45% organized, while another is 94% organized. The other 8 states are completely non-union and are included in the average.

B. In-state -- 149 of 215 employers answered the question. The average percent of bargaining organization is 37%. Non-union employers are included in the average. The responses ranged from zero to 100%, with 30% being the median.

C. Employees of the State of Montana (not including University Systems) are 56% organized in 75 different bargaining units. In the University System, 75% of the employees are organized in 17 bargaining units.

18. If your answer to Question 17 is greater than 0%, what effect has organized bargaining had on your pay system for non-organized employees?

A. Out-of-state -- In the state that is 45% unionized, bargaining for wages is not allowed. In the other state, general pay adjustments were said to be identical, however, non-union employees are eligible for performance related pay increases.

B. In-state -- 78 employers responded. 37 employers stated that pay adjustments were the same for organized and non-organized employees. 17 employers stated organization had no effect on the pay system or non-organized employees. 24 employers provided a variety of responses, which included pay tends to be a little higher, tends to raise all salaries, caused compression of salaries, positive benefits, increased non-union salaries, non-union have gotten less, or increased benefits only.

C. In the State of Montana, organized and non-organized employees have historically been given the same average increase each year. Often, the distribution of this average increase is effected. For example, lower level employees could get higher percentages than others, thereby affecting relative relationships between grade levels.

19. On the average, how many promotions can your new hires expect to receive within the first five years of their employment? (Include career ladder promotions.)

A. Out-of-state -- 5 of the 10 states answered the question. The average reported promotions within five years is 2.4. The responses ranged from 1 to 5.

B. In-state -- 123 of 215 employers answered the questions. The average reported number of promotions within five years is two. Responses ranged from zero to 10.

C. The average State of Montana employee can reasonably be expected to be promoted twice within the first five years of employment with the State.

20. What percent of all your employees do you expect to terminate their employment with your organization within the next twelve months?

A. Out-of-state -- 8 of the 10 states answered the question. The average reported turnover rate is 18%. Responses ranged from 13.2% to 30%, with 15% being the median.

B. In-state - 179 of 215 employers answered the question. The average reported turnover rate is 13%. Responses of no turnover are included in the average. Responses range from zero to 150%, with median being 10%.

C. The State of Montana current estimate of turnover is 13%.

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## APPENDIX

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## SURVEY DESIGN AND DEVELOPMENT

For pay purposes, all Montana state employees are in one of the following categories:

1. Elected legislators.
2. Legislative staff.
3. Elected judges (7 Supreme Court Justices and 32 District Court Judges) and the Clerk of the Supreme Court.
4. Judicial staff.
5. Exempt staff of the Montana University System.
6. University System staff under academic contract.
7. Teachers at the State School for the Deaf and Blind.
8. Blue collar and other non-classified employees of the University System.
9. Elected executive officials (Governor, Lieutenant Governor, Secretary of State, Attorney General, State Auditor, Superintendent of Public Instruction, and five Public Service Commissioners).
10. Personal staff of elected executive officials including department directors.
11. Board eligible physicians at state institutions.
12. Teachers at state institutions.
13. Blue collar crafts not under the state classification system.
14. State liquor store employees.
15. Classified employees in the Executive Branch and in the University System.

The majority of state employees (approximately 11,814 of 14,619 FTE's) are in category 15. State salary surveys conducted by the State Personnel Division prior to 1982 covered only classified employees. Since the Department of Administration is responsible for overseeing the pay systems of employees in categories 11 through 15, this survey attempts to represent each of these.

Comparative data was solicited from job markets in Montana and neighboring states with which the state is presumed to be competing for needed occupational skills. In order to meet the stated objectives, job classes were selected to sufficiently represent a cross section of occupational groups and grade levels.

The survey was divided into an in-state survey of Montana based employers and an out-of-state survey of neighboring state governments to reflect the different labor markets in which the state competes. The market for professional employees, for example, is reasonably presumed to be broader than the market for unskilled employees. The State's experience with past salary surveys was heavily utilized in determining which classes to survey in which labor market. Job classes were first selected to represent a cross section of all state government occupational groups and skill levels. That number was reduced so job matches would be assured and so a response would be encouraged from employers. A total of 187 job classes was selected for the survey. Eighty-two job classes were selected for the in-state survey, 144 job classes were selected for the out-of-state survey, and 31 classes were selected to be common to both surveys.

Minimum, maximum, and actual average salaries were requested for each job matched. All three figures were requested because conflicting results obtained from any two could indicate differences in how employers increase the salaries of their employees.

Wherever actual average salaries were not provided, midpoints were calculated and combined with the actual average salaries provided for comparison purposes. This allowed for every job match to be illustrated by one statistic.



The survey questionnaire asked for general compensation and benefit information. The benefit and salary data was added so a total compensation figure could be calculated for comparisons.

Employer's percent of Social Security costs and retirement or profit-sharing costs were multiplied by average, or midpoint salaries. These costs plus employer's insurance contribution were added to average or midpoint salaries to equal an estimate of total compensation.

### EMPLOYER SELECTION In-State Employers

Montana based employers were sampled. The in-state employer sample was selected in a similar manner to past state salary surveys. The Department of Labor and Industry publishes a list of firms whose employees are covered by the unemployment insurance program. This list includes nearly every employer and number of people employed operating within the state of Montana. This list made it possible to stratify a random selection of employers by size. Respondents included private sector employers, city and county governments, and school districts.

The sample was set up so that larger firms would have a greater chance to be selected for the survey. This method was used to control the costs of obtaining adequate job matches and

to compare salaries with those employers most apt to have competitive job openings. Smaller firms were screened because they were less likely to have jobs that match those found in state government. Having used smaller employers in previous state salary survey has confirmed these contentions.

The reason for including the smaller firms was to ensure more job matches for those classes where insufficient responses were otherwise expected. The expectation was based on previous survey experience and on Department of Labor and Industry reports that estimate various occupational employment by industry. These reports suggest that most plumbers in Montana are employed at plumbing firms; that most mechanics are employed by automobile dealers and repair establishments; that most laundry workers are employed by laundry and cleaning establishments; that many custodians are employed by firms offering this type of personal service; that computer personnel are often employed by firms offering business services; and that drafters are usually employed by engineering/architecture firms. These conclusions are obvious but are worthy of mention because without expanding the employer sample to include more of these types of firms, sufficiently reliable data for some of the classes could not have been possible.

The employer sample is shown in Table 11. The response rate was 36%.

**TABLE 11**  
**IN-STATE EMPLOYER SAMPLE AND RESPONSE**

<u>Size of firm</u> <u>by # of Employees</u>	<u># of Responding</u> <u>Employers</u>	<u># of Surveyed</u> <u>Employers</u>	<u># of Employers</u> <u>in Montana</u>
1,000 or more	5	22	54
500 - 999	15	27	60
250 - 499	21	47	78
100 - 249	58	160	312
50 - 99	68	179	562
20 - 49	45	146	1,734
1 - 19	-	-	24,117
TOTAL:	212	581	26,917

## OUT-OF-STATE EMPLOYERS

In previous state salary surveys, migration statistics, per capita income, population density, and physical proximity were among the factors used to select the states from which to solicit salary data. Migration statistics indicate that Montana jobs taken by out-of-state candidates are most likely taken by people moving from the rest of the Rocky Mountain states, from the West Coast, or perhaps from the northernmost midwestern states and are not likely to be taken by people from the deep South or East Coast. In the 1980 survey, data from nine Rocky Mountain states were analyzed and found to be fairly similar to data provided by an expanded list of 15 regional states and to data provided by all 50 states. Thus, data obtained from the following selected nine states seemed to sufficiently meet our needs: Arizona, Colorado, Idaho, Nevada, New Mexico, North Dakota, South Dakota, Utah, and Wyoming. Minnesota was included in our list of survey states because this state has a reputation for designing and implementing a pay system intended to provide "equal pay for comparable worth."

## ANALYSIS OF DATA

The survey data was analyzed using a statistical software program called Statistical Analysis System or SAS. The software is located on the Department of Administration mainframe computer (IBM 3081). Technical assistance was provided by Gary Wulf of the Department of Administration's Information Services Division in data compilation and graphics.

The survey data was input through an IBM 3278 computer terminal. The software manipulated the data into reports so conclusions could be drawn. SAS is capable of providing a

variety of statistical analyses. The data has been presented in a format which can be understood by the average person without a statistical background.

The graphs were prepared using KPI Graphs by Kinetic Presentations, Inc., a personal computer software.

The tables provided draw a total percentage comparison to state salaries by occupational groups. The totals were calculated using the average or midpoint salary for each job match. Each job match was weighted equally to arrive at the total for each occupational group. Tables 14 and 15 show the number of job matches received. Each job match was given equal weight in computing the average salary to eliminate discrepancies when only a few job matches were received.

## PREVIOUS SURVEY RESULTS

The general conclusions shown below were drawn from the 1984, 1982, and 1980 surveys. The conclusions are provided for comparison with the 1986 results. Table 3 (page 5) visually shows the comparisons.

### 1984 Salary Survey

1. State salaries compared in-state are near average, while state salaries compared with surrounding states are about 8% below average. In both labor markets, the addition of benefits slightly improves the competitiveness of state salaries.
2. State classified employee salaries at all grade levels are generally near or below market averages by up to 15.8% at grade 16.



3. State salaries of employees paid by special pay matrices (retail clerks, blue collar crafts, teachers, and physicians) are generally near or below market averages by up to 15.8% for Plumbers.
4. The average salary for state professional occupations is 7.9% below market, while that for state technical occupations is 6.1% below market. State salaries for clerical, crafts, and miscellaneous occupations are generally near or above market averages.
5. State salaries for 14 of 23 professional groups are significantly (6.6% to 21.9%) below market averages. State salaries are significantly (8.2% to 23.0%) below market averages for only six of the remaining 24 occupations.

State salaries for seven of the eight remaining professional occupations and 10 of the 18 other remaining occupations are within 6% (above or below) of market averages.

State salaries for only nine of all 47 occupations are significantly (6.8% to 41.3%) above market averages. For the most part, these few groups tend to include more female-dominant classes than the other groups. This implies that the state's current classification system, as opposed to those of other employers, allocates grade levels from a perspective of value to the organization and treats predominantly female occupations and mixed occupations in a similar manner as predominantly male occupations.

6. As opposed to prior state salary surveys, there is now less difference between the

competitiveness of state salaries at entry and the competitiveness of state salaries as employees accumulate time with their state positions. This indicates that the state has broadened its pay ranges and provided pay adjustments within grades which slightly improve the competitiveness of the state pay system since the 1982 survey.

7. The state's monthly group insurance contribution is within \$5 of both market averages.
8. The state's retirement contribution is significantly below the average of neighboring state contributions and nearly equal to the average of Montana employer contributions.
9. State employees receive more paid leave than those employed elsewhere in the two labor markets.

#### 1982 Salary Survey

1. Most lower graded state salaries are near or above market averages, while state salaries at classified grades 11 and above tend to be below market averages.
2. Except for teachers, state salaries of employees paid by special pay matrices (retail clerks, blue collar, etc.) are at or above market averages.
3. The salaries of most of the state's experienced professionals and managers continue to be significantly below market averages.
4. There is evidence that most employers in both labor markets increase the salaries of satisfactory employees faster than

the State of Montana. The state's minimum salaries are generally more competitive than its maximum and average or midpoint salaries.

5. Evidence from both surveys suggest that the state's classification system allocates grade levels from a perspective of value to the organization and treats predominately female occupations the same as predominantly male occupations. There tends to be more salary differences of this type in the market place than within the state's system.
6. The state's group insurance contribution is about in line with the market.
7. The state's retirement contribution is below the average of neighboring state contributions but slightly above the average of Montana employer contributions.
8. State employees receive more paid leave time than those employed elsewhere in the two labor markets.
9. State pay and benefit increases during the previous biennium maintained the state's market position for experienced professionals and managers and improved the state's market position for lower graded positions.
10. The previous biennium's percentage rather than flat dollars adjustments to classified grades 15 and above kept the state's market position at these levels from further deterioration and prevented further salary compression.

In this biennium, state salaries (excluding step increases) increased 1.6 to 1.7% in each of the two fiscal

years. These increases were slightly less than the presumed average increase provided by competing employers and slightly less than changes in living costs. Thus, it is hypothesized that State of Montana salaries have lost a little ground as compared to other competing employers.

#### 1980 Salary Survey

1. The survey results indicate that the state of Montana salaries average 5 to 10% below what is paid by other competing employers. These differences are more pronounced for some grade levels and for some occupational groups. The State is less competitive at grades 16 through 19. In grades 5, 6, and 11 through 15, the state pay plan is 5 to 10% below market. At grades 7 through 10, the state pay plan is near the survey average.
2. The State is paying from 6 to 20% below market for professional occupations. In technical occupations, the State's salaries are 4 to 11% below average. The State is approximately 6% below market for clerical salaries. For structural and mechanical crafts, state pay is below average 11 to 17%. In the miscellaneous occupational groups, the results generally reflect the overall trend of being between 5 to 10% below average.
3. The State of Montana appears to be competitive in providing benefits to its employees. However, the most revealing result from our survey is that other employers gave general pay raises averaging 8% in July, 1980. This can be compared to Montana's general raise of 5.8% in that year.

TABLE 12  
MONTANA EMPLOYERS  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY ABOVE/BELOW MEAN	NUMBER OF HIGHER SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
ARCHITECT II	14	1560	1813	16.2	0	1
CIVIL ENG II	13	2093	1723	-17.7	7	1
CIVIL ENG V	16	2557	2737	7.0	0	6
ENGINEERING & ARCHITEC. - PROFESSIONAL				-4.8	7	8
PROGRAMMER/ANALYST II	14	2349	2002	-14.8	20	4
COMPUTER PROGRAMMER I	11	1743	1550	-11.1	5	2
COMPUTER PROGRAMMER II	13	1723	1909	10.8	6	11
COMPUTER SCIENCE - PROFESSIONAL				-6.7	31	17
NURSE PROF II	13	1672	1795	7.4	18	30
NURSING SERV MGR II	17	2152	3047	41.6	1	20
NURSING - PROFESSIONAL				19.7	19	50
RADIOLCL TECHNLGST III	13	1770	2000	13.0	4	14
MEDICAL TECHNLGST II	14	1799	2025	12.5	2	16
PHYS THERAPIST	14	1952	1967	0.7	6	8
OTHER HEALTH - PROFESSIONAL				9.2	12	38
TEACHER						
EDUCATION - PROFESSIONAL	71	1904	1462	-23.2	30	0
				-23.2	30	0
ACCOUNTING SPEC I	11	1638	1590	-2.9	20	16
ACCOUNTING SPEC III	13	1993	1933	-3.0	14	9
ACCOUNTANT II	15	2080	2206	6.1	14	18
ACCOUNTING/FISCAL MGR III	17	3013	2858	-5.1	31	19
ACCOUNTING - PROFESSIONAL				-2.1	79	62
MANAGEMENT ANALYST III	15	2403	2183	-9.2	3	3
ADMIN OFFICER II	14	2287	2007	-12.3	10	6
ADMIN OFFICER V	17	3380	2730	-19.2	16	6
GEN. BUSINESS/ECONOMICS - PROFESSIONAL				-16.0	29	15
PLANNER V						
PLANNING - PROFESSIONAL	15	2034	2276	11.9	1	10
				11.9	1	10
LIBRARIAN I						
LIBRARY/ARCH. SCIENCES - PROFESSIONAL	12	1767	1779	0.7	10	15
				0.7	10	15

TABLE 12  
MONTANA EMPLOYERS  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
TOTAL PROFESSIONAL				-1.3	218	215
DRAFTER II	9	1433	1258	-12.3	11	3
ENGINEERING TECH I	10	1465	1424	-2.8	1	0
ENGINEERING & ARCHITECTURE - TECHNICAL				-11.6	12	3
LETS OPER SPEC II	9	1203	1285	6.8	3	6
COMPUTER OPER I	11	1306	1485	10.4	10	21
COMPUTER OPER III	13	1723	1855	7.6	3	13
COMPUTER SCIENCE/TECHNICAL - TECHNICAL				8.9	16	40
LPN II	10	1222	1401	14.7	2	23
NURSE AIDE I	7	921	1144	24.1	1	23
HEALTH - TECHNICAL				18.6	3	46
TEACHER AIDE II	8	944	1184	25.3	3	25
EDUCATION - TECHNICAL				25.3	3	25
ACCOUNTING TECH II	10	1544	1456	-5.7	24	19
PAYROLL TECHNICIAN	9	1364	1284	-5.8	39	26
ACCOUNTING - TECHNICAL				-5.8	63	45
ADMIN ASSISTANT I	9	1658	1323	-20.2	12	2
ADMIN ASSISTANT IV	12	1982	1735	-12.5	7	5
EMERGENCY MGMT SPEC II	14	1581	1998	26.4	1	4
GENERAL BUSINESS - TECHNICAL				-10.1	20	11
SECURITY GUARD II	6	1216	1006	-17.3	12	4
POLICE PATROL OFFICER II	11	1640	1550	-5.5	10	6
PROTECTIVE SERVICES - TECHNICAL				-10.5	22	10
LIBRARY TECH II	10	1078	1408	30.6	1	12
LIBRARY/ARCHIVAL SCIENCES - TECHNICAL				30.6	1	12
TOTAL TECHNICAL				1.4	140	192

TABLE 12  
MONTANA EMPLOYERS  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
OFFICE SUPV II	10	1726	1573	-8.9	23	17
SECRETARY II	8	1204	1188	-1.3	40	49
SECRETARY ADMIN II	11	1416	1602	13.1	18	66
SECRETARY LEGAL II	9	1335	1301	-2.5	13	11
STENOGRAPHER CLERK II	7	1123	1239	10.3	5	21
FILE CLERK I	5	971	931	-4.2	10	9
TYPIST II	6	1128	1059	-6.1	17	11
OFFICE CLERK I	4	933	834	-10.6	31	9
CLERK SUPERVISOR II	9	1365	1382	1.2	7	8
RECEPTIONIST I	6	1057	1011	-4.4	38	40
LIBRARY CLERK I	5	903	1084	20.1	1	20
GENERAL - CLERICAL				0.7	203	261
ACCOUNTING CLERK III	8	1255	1220	-2.8	44	40
ACCOUNTING - CLERICAL				-2.8	44	40
MAIL CLERK II	6	1056	1023	-3.1	10	13
MAIL CLERK SUPV	9	1467	1204	-18.0	5	2
SHIPPING & RECEIVING - CLERICAL				-7.5	15	15
WORD PROCESS OPER II	7	1145	1083	-5.4	10	7
DATA ENTRY OPER I	5	1092	977	-10.6	20	8
DATA ENTRY OPER III	7	1173	1131	-3.6	16	14
DATA ENTRY SUPV II	9	1677	1377	-17.9	7	4
COMPUTER SCIENCE - CLERICAL				-8.5	53	33
TOTAL CLERICAL				-1.3	315	349
BUILDING CODES INSP	14	1815	1936	6.6	3	5
MAINTENANCE WRK III	10	1391	1455	4.6	26	33
MAINTENANCE SUPV I	12	1837	1807	-1.7	20	30
MAINTENANCE SERV MGR I	16	2348	2315	-1.4	12	16
WORKING SHOP FOREMAN	61	1987	1997	0.5	16	17
CARPENTER	60	1972	1928	-2.2	13	9
PLUMBER	62	2591	2075	-19.9	7	2
STRUCTURAL - CRAFTS				-0.8	97	112
STATIONARY ENG II	11	1680	1834	9.1	7	16
MACHINIST/MECHANIC	60	1904	1911	0.4	17	23
EQUIPMENT OPERATOR II	59	1844	1845	0.1	14	19

TABLE 12  
MONTANA EMPLOYERS  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
TRUCK DRIVER UNDER 5 TON MACHINE OPERATOR & MECHANICS - CRAFTS	57	1713	1681	-1.9 1.8	7 45	5 63
BAKER II PERSONAL SERVICES - CRAFTS	9	1074	1343	25.1 25.1	1 1	15 15
TOTAL CRAFTS				0.8	143	190
FOOD SERV WRKR I COOK II LAUNDRY WORKER I PERSONAL & DOMESTIC - MISCELLANEOUS	5 8 6	861 1090 905	966 1256 1005	12.2 15.2 11.1 13.4	13 11 4 28	41 44 23 108
CUSTODIAL WORKER III CUSTODIAL SUPV I CUSTODIAN - MISCELLANEOUS	7 9	1121 1411	1127 1384	0.6 -1.9 -0.4	38 29 63	49 23 72
LABORER II WAREHOUSE WORKER II LABORER UNSKILLED/SEMI SKILLED - MISCELLANEOUS	6 9 55	1449 1594 1543	1038 1286 1562	-28.3 -19.3 1.3 -10.4	10 10 15 35	4 5 17 26
TOTAL MISCELLANEOUS				1.8	126	206
TOTAL ALL JOB CLASSES				-0.1	942	1152

TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
ARCHITECT II	14	2651	1813	-31.6	6	0
CIVIL ENG II	13	2418	1723	-28.7	10	0
CIVIL ENG V	16	3390	2737	-19.2	8	2
CIVIL ENG MGR II	18	4044	3266	-19.3	10	0
ENVIRONMENTAL ENG III	15	2938	2269	-22.8	9	0
HYDROLOGIST III	14	2660	1863	-29.9	8	0
ENGINEERING & ARCHITEC. - PROFESSIONAL				-23.8	51	2
PROGRAMMER/ANALYST II	14	2370	2002	-15.5	8	2
COMPUTER PROGRAMMER I	11	1779	1550	-12.9	6	2
COMPUTER PROGRAMMER II	13	1974	1909	-3.3	4	4
SOFTWARE SPEC II	15	2615	2145	-18.0	8	1
DATA PROCESSING MGR III	17	3942	2833	-28.1	9	1
COMPUTER SCIENCE - PROFESSIONAL				-18.3	35	10
NURSE PROF II	13	1856	1795	-3.3	4	4
NURSE PSYCHIATRIC SUPV	15	2876	2202	-23.4	6	0
NURSING PUB HLTH CNSLT I	15	2536	2196	-13.4	4	2
NURSING SERV MGR II	17	2700	3047	12.8	3	7
NURSING - PROFESSIONAL				-4.2	17	13
RADIOLOGICAL TECHNICIAN III	13	1850	2000	8.1	2	4
MEDICAL TECHNICIAN II	14	1915	2025	5.8	3	5
PHYS THERAPIST	14	2252	1967	-12.7	8	0
HEALTH SER PROGRAM SUPV	15	2598	2249	-13.4	5	1
OTHER HEALTH - PROFESSIONAL				-4.3	18	10
EDUCATION PROGRAM REPRESENTATIVE	16	2850	2437	-14.5	6	1
EDUCATION - PROFESSIONAL				-14.5	6	1
ACCOUNTING SPEC I	11	1610	1590	-1.2	5	4
ACCOUNTING SPEC III	13	2061	1933	-6.2	6	4
ACCOUNTANT II	15	2437	2206	-9.5	7	3
AUDITOR II	12	1921	1455	-24.3	10	0
ACCOUNTING/FISCAL MGR III	17	3246	2858	-12.0	7	2
ACCOUNTING - PROFESSIONAL				-11.1	35	13
MANAGEMENT ANALYST III	15	2415	2183	-9.6	6	3
ECONOMIST III	16	2823	2235	-20.8	4	1
BANK EXAMINER IV	15	2728	2156	-21.0	8	1



TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY ABOVE/BELOW MEAN	IS	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
BUDGET ANALYST EXEC III	16	2808	2447	-12.8		5	3
PERSONNEL SPEC II	13	2163	1758	-18.7		8	1
PERSONNEL OFFICER II	15	3049	2268	-25.6		9	1
ADMIN OFFICER I	14	2484	2007	-19.2		5	2
ADMIN OFFICER V	17	3475	2730	-21.4		3	1
REVIEW APPRAISER	15	2561	2273	-11.2		5	2
GEN. BUSINESS/ECONOMICS - PROFESSIONAL				-18.0		53	15
ADMIN. PUBLICA./GRAPHICS DIV.	18	2703	3085	14.1		2	4
ADMIN. DISABILITY. DETER. DIV.	19	3390	3331	-1.8		3	4
ADMIN. ENERGY DIV.	19	3332	3331	-0.0		2	4
DIRECTOR HISTORICAL SOCIETY	20	3069	3027	-4.5		2	3
ADMIN. PERSONNEL DIV.	20	4306	3627	-15.8		7	1
ADMIN. PROPERTY ASSES. DIV.	21	3804	3792	-0.3		2	4
ADMIN. ENVIR. SCI. DIV.	21	4416	3792	-14.1		3	2
ADMIN. MENTAL HLTH./RES. SVC.	22	4605	4117	-10.6		5	1
TOP OFFICIALS - PROFESSIONAL				-5.0		25	21
FORESTER III	13	2101	1854	-11.7		5	2
FORESTER SUPERVISOR	15	2463	2358	-4.3		6	2
RESOURCE PGM MGR II	17	2772	2786	0.5		3	3
WILDLIFE AREA MGR I	12	1823	1929	5.9		5	5
FORESTRY/AGRI. SCIENCES - PROFESSIONAL				-2.7		16	12
FISH/W'LIFE BIOL II	13	2150	1726	-19.7		8	0
FISH/W'LIFE BIOL SUPV	16	2610	2658	1.8		4	0
MICROBIOLOGIST I	11	1757	1330	-24.3		7	0
BIOLOGICAL SCIENCES - PROFESSIONAL				-11.9		19	4
STATISTICIAN I	11	1736	1535	-11.6		8	1
CHEMIST II	12	1837	1609	-12.4		7	3
GEOLOGIST II	13	2250	1802	-19.9		8	0
FOPNSC SCIENTIST III	15	2565	2072	-19.2		3	2
ENVIRONMENTAL SPEC III	14	2252	1900	-15.6		9	0
ENVIRONMENTAL PGM MGR I	16	3288	2572	-21.8		6	1
OTHER PHYS./LIFE SCI. - PROFESSIONAL				-16.9		41	7
PSYCHOLOGIST V	17	3216	2338	-27.3		8	0
REHABILITATION CNSLR II	12	1784	1666	-6.6		6	2
REHABILITATION CNSLR SUPV I	14	2565	2167	-16.2		8	0
EMPLOYMENT SPEC	12	1760	1797	2.1		5	4



TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BF LOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
EMPLOYMENT MGR I	14	2475	2199	-11.2	8	1
SOCIAL WORKER I	11	1572	1467	-6.7	7	3
SOCIAL WORKER III	13	2107	1800	-14.5	7	2
COMMUNITY CORRECTIONS SPEC II	12	1953	1611	-17.5	8	2
SOCIAL WORKER SUPV III	15	2570	2280	-11.3	6	3
HUMAN SERV MGR I	16	2837	2386	-15.9	4	0
BEHAVIORAL SCIENCES - PROFESSIONAL				-13.4	67	17
PHYSICIAN-SPECIALIST MEDICINE - PROFESSIONAL	32	5787	5648	-2.4	3	2
				-2.4	3	2
DENTIST I	19	3972	3017	-24.0	6	1
DENTISTRY - PROFESSIONAL				-24.0	6	1
DIST VET LVSTK INSP SUPVR	19	3118	2971	-4.7	3	3
VETERINARY MEDICINE - PROFESSIONAL				-4.7	3	3
PHARMACIST	14	2560	1788	-30.2	10	0
PHARMACY - PROFESSIONAL				-30.2	10	0
LAWYER II	15	2718	1981	-27.1	7	1
LAWYER III	17	3093	2409	-20.8	5	0
LAW - PROFESSIONAL				-24.5	12	1
EDITOR II	13	1738	1919	10.4	2	3
PHOTOGRAPHER I	11	1701	1550	-8.8	7	2
INFORMATION OFF II	15	2165	2173	0.4	4	6
ART, PHOTO, JOURNAL, RAD/TV - PROFESS.				-0.8	13	11
HWY PATROL LIEUTENANT	15	3031	2463	-18.7	6	0
HWY PATROL OFFICER II	14	2097	2174	3.7	2	5
FISH & GAME WARDEN II	13	1951	1702	-12.8	8	1
FISH & GAME WARDEN CAPT	16	2567	2698	5.1	3	6
PROTECTIVE SERVICES - PROFESSIONAL				-5.4	19	12
PLANNER V	15	2587	2276	-12.0	5	4
PLANNING MANAGER I	16	3150	2589	-17.8	5	0
PLANNING - PROFESSIONAL				-14.3	10	4

TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
PILOT II AVIATION - PROFESSIONAL	14	2422	1940	-19.9 -19.9	8 8	1 1
LIBRARIAN I CURATOR II LIBRARY/ARCH. SCIENCES - PROFESSIONAL	12 13	1900 1669	1779 1647	-6.4 -1.3 -4.2	4 4 8	4 3 7
HEALTH CARL. FAC. SURVYR SUPERINTENDENT INST III HOSPITAL ADMIN. - PROFESSIONAL	14 19	2117 3435	1717 3068	-18.9 -10.7 -13.5	5 5 10	1 2 3
TOTAL PROFESSIONAL				-13.0	485	170
DESIGN TECHNICIAN II DESIGNER I DESIGNER III DRAFTER II ENGINEERING TECH I ENGINEERING TECH III SURVEY AIDE II FIELD PROJECT MGR ENGINEERING & ARCHITECTURE - TECHNICAL	11 12 14 9 10 13 8 15	1851 1843 2373 1431 1600 2208 1345 2494	1567 1757 2241 1258 1024 1988 1131 2436	-15.3 -4.7 -5.6 -12.1 -11.0 -10.0 -15.9 -2.3 -9.4	7 5 4 7 5 6 4 45	2 3 3 2 5 3 3 24
WORD PROCSS. TECH LETS OPER SPEC II COMPUTER SCIENCE/TECHNICAL - TECHNICAL	9 9	1291 1388	1304 1285	1.0 -7.4 -2.5	4 3 7	5 3 8
PSYCHIATRIC AIDF II HEALTH - TECHNICAL	8	1408	1268	-9.9 -9.9	7 7	3 3
BRAND INSPECTOR II BRAND INSPECTOR SUPV I FORESTRY WORKER II FIELD TECHNICIAN II FORESTRY & AGRIC. SCIENCES - TECHNICAL	8 10 7 11	1511 1925 1182 1538	1208 1561 1083 1529	-20.1 -18.9 -8.4 -0.6 -10.1	5 3 2 15	0 1 3 4 8
STATISTICAL TECH I STATISTICAL TECH II	9 10	1274 1326	1342 1530	5.3 15.4	2 0	3 3

TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY ABOVE/BELLO MEAN	NUMBER OF EMPLOYERS WITH AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	LOWER AVERAGE SALARIES
LABORATORY AIDE II	8	1205	1246	3.4	3	3	6
LABORATORY TECH III	11	1492	1598	7.1	3	3	5
FISH HATCHERY WRK II	10	1492	1382	-7.4	4	4	4
FISH HATCHERY MGR I	13	1969	2047	3.9	4	4	5
OTHER PHYS./LIFE SCI. - TECHNICAL			3.1		16		26
ELIGIBILITY TECH I	10	1462	1370	-6.3	5	5	2
ELIGIBILITY TECH SUPV	12	2000	1773	-11.4	6	6	1
EMPLOYMENT ASSISTANT	8	1282	1138	-11.3	3	3	2
REHABILITATION AIDE I	7	1093	1063	-2.8	3	3	7
COTTAGE LIFE AIDE I	5	1303	1165	-10.5	5	5	2
BEHAVIORAL SCIENCES - TECHNICAL	8			-8.3	22		14
GRAPHIC ARTIST III	9	1636	1343	-17.9	6	6	2
ART, PHOTO, JOURNAL, RAD/TV - TECHNICAL				-17.9			2
PERSONNEL TECH II	10	1499	1499	-0.0	4	4	5
DRIVERS SVC SPEC I	11	1398	1615	15.6	2	2	5
ADMIN ASSISTANT I	9	1394	1323	-5.1	3	3	5
ADMIN ASSISTANT IV	12	1921	1735	-9.7	5	5	3
RIGHT/WAY AGENT II	11	1951	1547	-20.9	7	7	2
RIGHT/WAY AGENT IV	14	2491	1951	-21.7	9	9	1
CLAIMS EXAMINER I	12	1783	1555	-12.8	7	7	0
EMERGENCY MGMT SPEC II	14	2156	1998	-7.3	6	6	2
GENERAL BUSIN SS - TECHNICAL				-10.0	43		20
SECURITY GUARD II	6	1291	1006	-22.1	9	9	1
CORRECTIONAL OFFICER II	10	1605	1447	-9.9	6	6	4
POLICE PATROL OFFICER II	11	2123	1550	-27.0	3	3	0
PROTECTIVE SERVICES - TECHNICAL				-17.4	18		5
COMMUNICATIONS TECHNICIAN II	11	1941	1400	-27.9	7	7	1
COMMUNICATIONS TECHNICIAN III	13	2341	1746	-25.4	7	7	0
ELECTRONICS - TECHNICAL				-26.6	14	14	1
LIBRARY TECH II	10	1406	1408	0.1	5	5	5
LIBRARY/ARCHIVAL SCIENCES - TECHNICAL				0.1	5		5
TOTAL TECHNICAL				-9.3	198		116

TABLE 13  
NEIGHBORING STATES  
SALARY SURVEY RESULTS BY JOB CLASS/OCCUPATION

JOB CLASS/OCCUP GROUP	GRADE	MEAN SURVEY SALARY	MEAN STATE SALARY	% STATE SALARY IS ABOVE/BELOW MEAN	NUMBER OF EMPLOYERS WITH HIGHER AVERAGE SALARIES	NUMBER OF EMPLOYERS WITH LOWER AVERAGE SALARIES
DUPLICATING MACHINE OPER II	8	1244	1184	-4.8	6	3
STATISTICAL CLERK II	7	1155	1107	-4.2	1	3
LIBRARY CLERK I	5	1071	1084	1.3	3	2
MICROFILM CLERK I	6	1091	1126	3.1	2	6
GENERAL - CLERICAL				-1.3	12	14
TOTAL CLERICAL				-1.3	12	14
BUILDING CODES INSP	14	1976	1936	-2.0	2	2
STRUCTURAL - CRAFTS				-2.0	2	2
TOTAL CRAFTS				-2.0	2	2
CASHIER I	6	917	1009	10.0	2	3
LIQUOR STORE CLERK 2	44	1155	1256	8.8	0	2
RETAIL SALES - MISCELLANEOUS				9.6	2	5
TOUR GUIDE II	5	765	888	16.1	1	2
MISC. SERVICES - MISCELLANEOUS				16.1	1	2
TOTAL MISCELLANEOUS				11.2	3	7
TOTAL ALL JOB CLASSES				-11.8	700	309

TABLE 14  
MONTANA EMPLOYERS  
REPRESENTATION BY OCCUPATIONS

OCCUPATIONAL GROUP	NUMBER OF KEY CLASSES	NUMBER OF JOB MATCHES	NO. OF EMPLOYEES IN KEY CLASSES
ENGINEERING & ARCHITECTURE	3	15	55
COMPUTER SCIENCE	3	48	102
NURSING	2	69	1795
OTHER HEALTH	3	50	257
EDUCATION	1	30	0
ACCOUNTING	4	141	963
GENERAL BUSINESS & ECONOMICS	3	44	118
PLANNING	1	11	17
LIBRARY & ARCHIVAL SCIENCES	1	25	76
TOTAL PROFESSIONAL	21	433	3382
ENGINEERING & ARCHITECTURE	2	15	29
COMPUTER SCIENCE	3	56	137
HEALTH	2	49	1389
EDUCATION	1	28	365
ACCOUNTING	2	108	168
GENERAL BUSINESS	3	31	49
PROTECTIVE SERVICES	2	32	326
LIBRARY & ARCHIVAL SCIENCES	1	13	44
TOTAL TECHNICAL	16	332	2507
GENERAL	11	464	1630
ACCOUNTING	1	84	202
SHIPPING & RECEIVING	2	30	39
COMPUTER SCIENCE	4	86	179
TOTAL CLERICAL	18	664	2050
STRUCTURAL	7	209	574
MACHINE OPERATOR & MECHANICS	4	108	848
PERSONAL SERVICES	1	16	45
TOTAL CRAFTS	12	333	1467
PERSONAL & DOMESTIC	3	136	1376
CUSTODIAN	2	135	773
UNSKILLED - SEMI SKILLED	3	61	806
TOTAL MISCELLANEOUS	8	332	2955
GRAND TOTALS	75	2094	12360

TABLE 15  
NEIGHBORING STATES  
REPRESENTATION BY OCCUPATIONS

OCCUPATIONAL GROUP	NUMBER OF KEY CLASSES	NUMBER OF JOB MATCHES	NO. OF EMPLOYEES IN KEY CLASSES
ENGINEERING & ARCHITECTURE	6	53	1422
COMPUTER SCIENCE	5	45	946
NURSING	4	30	575
OTHER HEALTH	4	28	185
EDUCATION	1	7	291
ACCOUNTING	5	48	1334
GENERAL BUSINESS & ECONOMICS	9	68	1028
TOP OFFICIALS	8	46	47
FORESTRY/AGRICULTURAL SCIENCES	4	28	307
BIOLOGICAL SCIENCES	3	23	289
OTHER PHYSICAL & LIFE SCIENCES	6	48	435
BEHAVIORAL SCIENCES	10	84	3087
MEDICINE	1	5	58
DENTISTRY	1	7	29
VETERINARY MEDICINE	1	6	17
PHARMACY	1	10	64
LAW	2	13	287
ART, PHOTO, JOURNAL, RADIO/TV	3	24	166
PROTECTIVE SCIENCES	4	31	2206
PLANNING	2	14	89
AVIATION	1	9	37
LIBRARY & ARCHIVAL SCIENCES	2	15	95
HOSPITAL ADMINISTRATION	2	13	86
TOTAL PROFESSIONAL	85	655	13080
ENGINEERING & ARCHITECTURE	8	69	5048
COMPUTER SCIENCE	2	15	366
HEALTH	1	10	1851
FORESTRY/AGRICULTURAL SCIENCES	4	23	390
OTHER PHYSICAL & LIFE SCIENCES	6	42	486
BEHAVIORAL SCIENCES	5	36	4591
ART, PHOTO, JOURNAL, RADIO/TV	1	8	54
GENERAL BUSINESS	8	63	1983
PROTECTIVE SERVICES	3	23	2729
ELECTRONICS	2	15	142
LIBRARY & ARCHIVAL SCIENCES	1	10	213
TOTAL TECHNICAL	41	314	17853
GENERAL	4	26	564
TOTAL CLERICAL	4	26	564
STRUCTURAL	1	4	60
TOTAL CRAFTS	1	4	60



TABLE 15  
NEIGHBORING STATES  
REPRESENTATION BY OCCUPATIONS

OCCUPATIONAL GROUP	NUMBER OF KEY CLASSES	NUMBER OF JOB MATCHES	NO. OF EMPLOYEES IN KEY CLASSES
RETAIL SALES	2	7	148
MISCELLANEOUS SERVICES	1	3	20
TOTAL MISCELLANEOUS	3	10	168
GRAND TOTALS	134	1009	31725

TABLE 16  
MONTANA EMPLOYERS  
REPRESENTATION BY GRADES

GRADE	NUMBER OF KEY CLASSES	NUMBER OF JOB MATCHES	NO. OF EMPLOYEES IN KEY CLASSES
4	1	40	195
5	4	122	1191
6	6	186	798
7	5	184	1738
8	4	256	1191
9	11	238	785
10	6	181	890
11	6	197	772
12	3	87	179
13	6	130	2057
14	7	86	319
15	3	49	197
16	2	34	66
17	3	93	473
55	1	32	480
57	1	12	111
59	1	33	417
60	2	62	400
61	1	33	66
62	1	9	37
71	1	30	0
GRAND TOTALS	75	2094	12360

TABLE 17  
NEIGHBORING STATES  
REPRESENTATION BY GRADES

GRADE	NUMBER OF KEY CLASSES	NUMBER OF JOB MATCHES	NO. OF EMPLOYEES IN KEY CLASSES
5	2	8	375
6	3	23	293
7	3	19	3256
8	7	54	3421
9	6	43	1409
10	8	61	5029
11	13	104	2644
12	11	93	3515
13	16	130	4076
14	17	133	3468
15	18	143	1922
16	9	63	1193
17	7	52	709
18	2	16	139
19	5	30	93
20	2	13	13
21	2	11	11
22	1	6	6
32	1	5	58
44	1	2	95
GRAND TOTALS	134	1009	31725





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